NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505

1 8 SEP 1980

Director

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT   : Feasibility of Establishing an Office of Information
                    Services (OIS) in NFAC

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     1.   This memorandum responds to your request that I look into the possibility of establishing within NFAC an Office of Information Services (OIS) similar to the DO's Information Management Staff (IMS). We have reviewed the organization, structure and functions of IMS and have reexamined the information handling (IH) activities in NFAC. While it is apparent that IMS is a very effective organization for the DO, I have determined that such an organization in NFAC would be impractical.

     2.   While many of our IH activities and functions are similar, the targets of the IH support in the DO and NFAC are decidedly different. IH activities in the DO are intended primarily to support the DO, but IH activities in NFAC support not only NFAC but other directorates within the Agency, elements throughout the Intelligence Community, and US policymakers. Information handling is a major function of every NFAC office and there is no office in NFAC that does not have at least some personnel involved in IH activities. To consolidate all IH personnel and all specialized IH functions under the control of one NFAC office would create an office of unmanageable size and very doubtful effectiveness. Within the present NFAC organization, the Office of Central Reference

25X1 (OCR) and the Office of Current Operations (OCO) handle the bulk of our IH functions with a combined staffing complement

25X1 compared with an IMS staffing complement

     3.   Performing functions very similar to IMS but for a much wider market, OCR maintains the Agency's central libraries and files of intelligence information, disseminates incoming intelligence documents throughout the Agency and to other selected Community elements, indexes and provides a

25X1 central reference service to intelligence information, manages the FOIA/PA program for NFAC, provides micrographic service, and develops and maintains ADP information systems used by analysts both inside and outside NFAC. In addition, OCR acquires and disseminates foreign and domestic open-source publications as a service of common concern, and provides a full range of book, document and film/video library services.

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4.   Complementing and supplementing OCR in the field of information
handling is the Office of Current Operations. OCO's Operations Center
provides, on a 24 hour basis, the dissemination of incoming intelligence
information--cables, press reports, and wire services--to meet time-
sensitive information needs of the Agency, the Community and the White
House. OCO also has central responsibility for the preparation and
publishing of all NFAC publications, for the coordination within NFAC of
word processing equipment associated with publishing, and for the dissemination
and control of NFAC publications, including the National Intelligence
25X1 Daily and the President's Daily Brief. ☐

5.   Some specialized IH applications remain decentralized in other
NFAC offices. For example, the Office of Economic Research uses its own
system analysts and programmers to develop and maintain special large
scale ADP models applicable to its specific analytical needs; the Office
of Geographic and Cartographic Research maintains the map collection
program and reference service for use in geographic research and production;
and many NFAC offices keep special files and perform their own internal
dissemination of intelligence documents to support their analysis and
production. These miscellaneous functions comprise a very minor part of
NFAC's IH activities and each one is well placed to serve its specific
analytical component. I see no immediate need for change or centralization
25X1 of these activities. ☐

6.   While it is impractical to have one central office managing
all IH activities in NFAC, I do have very effective central control of
these activities through the NFAC Planning, Management and Evaluation
Staff which reports directly to me. This staff, which includes a full-
time resident ODP careerist, coordinates all planning, programming and
budgeting for NFAC offices and is responsible for the coordination and
control of all ADP, word processing, communication, and records management
activities within NFAC. It is responsible for preparing studies and
reports on IH activities and, more important, for the allocation of NFAC
resources in all areas including information handling. This staff
closely resembles the "Weak Architect" concept described in the Information
Handling Task Force Study, and it provides me with effective centralized
25X1 control over the IH activities in NFAC. ☐

7.   Because of this central control and because the bulk of IH
activities are centralized in two NFAC offices, I see no advantage in
creating a single office of unmanageable size which would not serve
effectively the needs of the analytical community. I will continue to
watch the more specialized IH functions in NFAC to determine whether
25X1 some may be more effective under a different organizational structure. ☐
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Bruce C. Clarke, Jr.

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